

**NATIONAL OPEN UNIVERSITY OF NIGERIA**  
**FACULTY OF SOCIAL SCIENCES**  
**DEPARTMENT OF TOURISM STUDIES**  
**2023\_2 EXAMINATIONS\_**

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**Course Title: Strategic Management in Hospitality and Tourism**

**Course Code: TSM 441**

**Course Unit: 2**

**Time Allowed: 2: 00hrs**

**Instruction: Answer Question any three (3) Questions**

**1(a) Explain the four (4) organizational functions that can influence an organization's ability to respond to the changes in a dynamic environment. (12marks)**

**(b) Define the term "organizational structure" (5marks)**

**(c) List any six (6) key factors that play important role in the strategy formation process of an organization/business. (6.3marks)**

**2(a) List the three (3) main organizational structures that are common with tourism and hospitality organizations. (3.3marks)**

**(b) Explain the three (3) main organizational structures that are common with tourism and hospitality organizations (12marks)**

**(c) List any eight (8) key barriers or resistance to strategy implementation. (8marks)**

**3(a) Explain the term "Good strategy". (4marks)**

**(b) Define the term "Competitive strategy". (4marks)**

**(c) List the three (3) generic level strategies developed by Porter (1980; 1985). (3.3marks)**

**(d) Explain the three (3) generic level strategies developed by Porter (1980; 1985). (12marks)**

**4(a) List the seven (7) different types of pressures that large organizations that operate in highly dynamic and competitive markets are confronted with. (7marks)**

**(b) Explain the four (4) main strategies being deployed by multinational corporations to enhance their competitive advantage? (4marks)**

**(c) Explain the (3) characteristics of each of the following strategies for multinational corporations:**

**(i) International (4.1marks)**

**(ii) Global (4.1marks)**

**(iii) Transnational (4.1marks)**